

"Sample"

**ORIENTATION PACKAGE
14 JULY 2005**

**Individual Action Plan
Emerging Leaders Program**

(SL)
Senior Leader
☐

(EL)
Emerging Leader
☒

IAP #
Draft ☐

Final ☒

Name	Lance H. Hayashi		
Agency	Det 4, 22 SOPS (U.S. Air Force Space Command)		
Class Session – Indicate name of session	Session 1	Session 2	Session 3
		Leading Through Others	
Supervisor	Name: Major Kevin Lackey		Telephone #: 697-4300
Consultant	Name: Michael Heh		

COMPETENCIES (check those relevant to this class/IAP)					
	SL	EL		SL	EL
Interpersonal Skills			Problem Solving		
Team Building		X	Leveraging Diversity		
Customer Service		X	Human Resources Management		
Integrity/Honesty			Vision		X
Conflict Management		X	Strategic Thinking		
Influencing/Negotiating			External Awareness		X
Creativity and Innovation		X	Accountability		
Flexibility			Entrepreneurship		
Resilience			Partnering		
Continual Learning			Oral Communication		
Resilience					

Part 1 - PLANNING PHASE

a) Project Title:

Kaena Point Satellite Tracking Station Quarterly Newsletter

b) Describe the background and current issues relevant to the project (the what and the why):

The station consists of 73 personnel working 24 hours per day, 7 days per week. Most shift personnel work in high security areas with little outside contact during their shift. There are also some personnel who do not have LAN accounts (no e-mail) and have no method to receive messages, notices, or announcements. There have been a number of complaints from workers that they were not told of different events such as construction work requiring road closures or heavy equipment movement, military down days, distinguished visitor's schedules, etc. They are also not receiving any feedback/recognition from management for performance. I hope to capture these issues and add some humor (jokes or cartoons), photos, contact numbers, buy/sell column, and other interesting items to mix with the other articles.

The newsletter will also allow me to begin addressing two characteristics that I scored low on in the 360 Degree Evaluation; vision and creativity/innovation. From my experience, working in base-level engineering requires a large amount of crisis management or responding to situations as they occur. As the only engineer on the station, I am responsible for a significant number of programs and issues, which by comparison to a similar size installation requires a staff of approximately 4-5 engineers and an equal number of engineering technicians. This situation does not allow me the latitude to work many creative issues.

c) What are your objectives? (Specific, Measurable, Accountable, Realistic, Timely)

1. Provide specific information regarding upcoming station events, such as construction work and security status changes, that will impact personnel.
2. Provide and allow feedback on projects and issues using articles and return contact number/e-mail.
3. Allow a means to show support and recognition for personnel doing great work.
4. Bridge gap between management/dayshift workers and backshift/secure area workers.
5. Provide means to communicate with personnel who do not have e-mail.
6. Add some humor and something different to the work place.
7. Develop those areas that I had low marks on in my 360-degree survey (specifically vision and creativity/innovation).

d) Develop an action plan (what, with whom, when, where, how) for approximately 4-6 week period and describe how these actions would demonstrate at least two (2) of the competencies listed above.

1. Prepare newsletter on a single side of a legal sheet (8.5" x14"). This will allow easy reading, maximum space for articles/photos, and still have the ability to post on bulletin boards/walls.
2. Organize format and establish a distribution list (use e-mail and hard copy distribution to key station personnel).
3. Newsletter would be prepared and distributed every quarter, or more-often if events/articles dictate a newsletter be distributed sooner.

4. Request feedback from personnel using the newsletter (placing a request for feedback as one of the articles) or contacting various personnel to obtain feedback.

Team Building: Provide the same (equal) information to all personnel. This will keep everyone on an equivalent field. No one person will feel left out or that they are not being provided information about what is going on around the station. Solicit article or ideas for articles from personnel. Give them a chance to express their concerns, views, and ideas, or for me to address them.

Customer Service: By providing facility services to support the contractors responsible for our mission, there is sometimes a Government verses Contractor mentality. I hope to provide information as a service to the contractor so they can continue to flawlessly run our mission, and to highlight that we are all providing a service to the personnel who use our equipment to contact their satellites over the central pacific.

Conflict Management: If all personnel get as much information as we can provide and it is equal among all personnel, I suspect that personnel will be less likely to spread rumors and avoid conflict due to who has the most, least, or accurate information. I also want to reduce the friction between the contractor and the Detachment that is caused by both the lack of knowing what's going on, the helpless feeling that they have when we go into their area to do major work, and the miscommunication regarding work traffic as a result of construction/security.

Creativity and Innovation: I hope that this newsletter with an exciting format will allow me to practice/demonstrate some creative and innovative ideas. I have some great concepts that I would like to explore with this newsletter and will try to experiment with creativity and innovation.

Vision: I am planning to write some articles on leadership based on some of the experiences/lessons that I've had in the Emerging Leaders course. Other articles would re-emphasize our vision, as well as, discuss goals I have for the station.

External Awareness: This newsletter will give me the ability to expose and discuss issues for the purpose of planning. However, it will also provide personnel with a way to see what's going on with management and to provide feedback. From the feedback, I want to get a better picture for what's going on around the station and to determine if we're doing the right things for the personnel. Right now, the command staff is responsible for making all decision. They are then funneled down to the subordinates. I want the newsletter to tell them what we're planning and ask for their ideas and comments.

Part 2 - IMPLEMENTATION & RESULTS PHASE

a) What happened when you implemented your action plan? What were the results?

During the first draft of the newsletter, I decided to limit the articles to the station's engineering-related activities/issues. This could be expanded on later, but since it is my responsibility and what I am familiar with, I thought that I could start these topics due to the limited research time. I also decided to address safety and other issues as well. I also decided to never write/include articles that either "finger-point" or attempt to place blame. I wanted the newsletter to be upbeat and fun to read while still getting the necessary information to personnel. In writing the articles, I had to keep reminding myself of my audience: Military, Civilians, and Contractors.

After approval by the Station Commander, I used e-mail to do the initial distribution with hard copies upon request. Feedback on the newsletter was immediate and very positive. A number of responses were that they saw the need for this newsletter to continue. It provided them with not only information about what's going on around the station, but insight into why it's happening. Other constructive comments address issues of issuing up-to-date information and changing the newsletter format.

Overall, comments were that the information in the newsletter provided usable data that was easy for non-construction/engineering personnel to understand. It provided a cool and fun way to announce future planning ideas, current issues/schedules, and a way to express my creativity.

Part 3 - ASSESSMENT PHASE

a) What went well? (Impact on Organization)

The overall format of the newsletter was well accepted. Again, my goal was to be as loose and relaxed as possible. I also wanted to create an overall appearance that would interest personnel and make them want to read it.

It appears that the information that I included on this first issue hit the mark. In other words, it provided exactly what people wanted to know as far as what was happening and why. It may have reduced some minor assumptions/rumors regarding the "what and why".

I believe that it has opened a door to help publish a "vision" for the station and my engineering personnel. This "vision" would not be a mission-type vision, but a vision of where the station is headed regarding facilities. This does tie into the mission, but I wanted to keep it separate to keep my articles clear, concise, and short.

The newsletter met my goals for external awareness. With the amount and type of feedback and specific questions on various articles, it was evident that people want to know what's going on around the station and how it affects them. By keeping this in mind in future newsletters, I hope to maintain, and increase, awareness by asking for more feedback (not limited to how they like the newsletter), but maybe by posing a

question and publishing a few responses to the question. I can both learn from their response and so could the readers!

I found that more people read the newsletter verses my usual e-mail announcements that were occasionally deleted because it apparently didn't apply to certain personnel. For example: operations personnel don't care about water restrictions due to drought conditions because they don't use a significant amount of water to do their job. With the large number of personnel reading the newsletter and a few different ways to make the newsletter available (e-mail, hard copy circulation, posting on the bulletin board), it appears that this is a very good vehicle to get information out to the personnel who wouldn't normally care about individual e-mails bulletins.

b) In retrospect, would you have done anything differently?

I used e-mail to distribute the newsletter to all personnel. I assumed that e-mail would allow each person to see it in color, since many of the work areas do not have a color printer. However, I found out from a few of the comments that I received back that they actually wanted to post it and found that the color was a minor problem as compared to the size issue. I didn't consider that they would want to print and post the newsletter in their area, but did not have legal (8-1/2" x 14") paper available. There were several recommendations to reduce the size of the paper to letter size (8-1/2" x 11"). I chose the legal-size paper to allow the extra 3" of information that could be added to the newsletter while still keeping it limited to one page. On the next edition, I will need to evaluate the paper size, amount of information that I want to get out, and possibly printing out legal-size color copies for areas for the purpose of posting on their bulletin boards.

I modified an "engineer" joke, but it went over the top of most readers. I heard that a number of my subordinates were "scratching their heads" when they read it. I will stick with engineer jokes, but either use understandable ones or revise so that more people can understand them.

Part 4 - REFLECTION PHASE

Use the following questions to help guide your reflection of the situation/project:

a) What concepts, principles and/or approaches have you learned from this project?

Team Building/Customer Service: Personnel commented that they felt part of the overall picture of the station. For example, they saw our new barriers being installed and tested, but did not know how or when they would be used. The newsletter provided them with that information even though I was not aware that they had not been briefed on the barrier's purpose and operation. The newsletter addressed a number of assumptions that both the personnel and I had on many issues.

I heard that personnel without a personal e-mail account were asking to see the whole newsletter in color (made color copies for these personnel). Other comments were asking if the information was current and accurate. They said that the newsletter was only helpful if it contained the most current information possible. I confirmed that from

the completion of writing the newsletter, it was sent out within two days. The two-day lag was required to allow the Station Commander to review the information prior to distributing (more of a courtesy to the Commander since I quoted him).

Overall, personnel were glad to see that they were being included and allowed to comment on the process. This definitely improves the service that we provide to our tenants/personnel. However, this also made them (usually isolated to their operations room) feel like part of the daily activities of the station. For my subordinates, it also shows them what I'm doing and the "big picture". They hardly ever get to see what's going on beyond their daily tasks.

Conflict Management: With the first newsletter, it is hard to quantify if it will reduce any conflicts due to incorrect or lack of information. I am confident that by providing information in this format, we will definitely reduce conflicts by providing the same information to all station personnel (military, civilian, and contractor). It is difficult to monitor this competency, but I will consider the use of questionnaires or other information gathering methods to determine if it is making a difference. I now understand that not all competencies can readily be visible during an initial issue of a project/plan.

Creativity and Innovation: I've always been an artistic person, but have had little time as an engineer doing this type of work to be very creative and innovative. The newsletter will allow me to explore these competencies with very little boundaries. I will also be able to explore what creative and innovative ideas work and what do not using the newsletter and feedback as tools.

- b) What new information did you acquire that changed your knowledge and understanding of the project/situation?

The newsletter size and people missing the joke comments were real eye-openers! I started writing the newsletter, not only to fulfill my goals and requirements, but also to meet some of my ideas for improving relationships, the work environment, and service. In some aspects, I lost my focus and just thought about what I wanted to do verses what my audience could work with and understand. This is a good point to remember when addressing any group or audience. Too many times we write/speak in "our" language. This is not the dialect-related language, but technical languages. Engineers, accountants, military personnel, fisherman, and an elementary school class all have their own knowledge base and vocabulary. We need to remember that our audience needs to understand us. It would be foolish for me to talk about fluid dynamics with a 3rd grade class in the same way I would talk to a fellow engineer. Likewise, I would have to change my language again to discuss this same topic with an accountant, and again when talking to a fisherman.

I also now understand that I cannot expect immediate and visible results to each competency that I addressed. This doesn't mean failure because I found that some will take time to develop. Yet, others will develop quickly, but may not be obvious or quantifiable. I've yet to explore leadership topics in my newsletter, but I am sure they will have a visible impact on personnel.

It's apparent that information is power. It not only relieves anxiety of the unknown, but also provides people with enthusiasm for the future. Information can bind people though common ideas, goals, and/or points of reference. People need information to survive and thrive. This newsletter is a small, but important, example of this principle. Continuing the newsletter with more information presented in creative and innovative ways will greatly benefit all personnel, including myself as I continue my on-going leadership journey.

- c) What have you learned about yourself in terms of leadership that might be useful to you in the future.

Leadership is more than just understanding and guiding the work force. It's listening to them, talking to them, and gathering information/feedback. It's also passing on useful information to them in a timely manner. People are curious by nature, and I've seen that curiosity takes up time, and eventually can hurt an efficient organization. If they see something new or hear something though the workplace grapevine, they will assume things and come to their own conclusions. By addressing these "rumors" or issues early, leaders can create a healthy and positive work environment by just keeping their workers well informed.

Major leadership/organizational change of direction or plan is not always required or needed. There are subtle changes that can greatly affect the organization in positive ways. Sometimes, they may not appear to be leadership oriented. To be honest, I had the newsletter idea long before I was nominated to attend the Emerging Leaders Program. However, I never fully understood the leadership power that a newsletter could have on the organization, and on myself.

One must be mindful of generational, educational, and other barriers that could limit the effectiveness of communication. From everything that I've seen, heard, and read about leadership, communication is the key...a recurring theme in every discussion. A leader cannot lead without it. Workers cannot function efficiently if they are not receiving information and given a way to provide feedback.

I wasn't fully aware of the extent that the shift workers were cut off from the day shift workers, especially the contract operators. Though I provide updates and critical information to them via e-mails and their supervisors. They either do not seem to normally be interested or receive it down their management ladder. The newsletter is a perfect tool to efficiently bypass the blockage in the flow of information to the workers. For my subordinates, they know that I'm working a number of issues, so it just tells them the type of issue and what will be happening in the near future. Since I don't get to see the entire crew at any given time, the newsletter provides me with a way to let them know what 's happening, especially since many do not have e-mail accounts. Communications IS the key to a successful organization.

MENTOR'S COMMENTS (OPTIONAL)

SUPERVISOR'S COMMENTS

Lance's idea for a newsletter has turned into a huge success. It's evident that this method of distributing information is perfect for our shift workers who would otherwise receive fragmented, at best, details on site projects and status. I can at this point see the benefit of expanding such a newsletter to include other "areas of concern" that affect the ~75 people we have working here. Once again, Lance has formulated a great idea and put it into action.

By the way, no one on site expects an engineer to deliver a joke well—not really a problem area.

IAP CONSULTANT'S COMMENTS

Lance's enthusiasm for his IAP is excellent. He knows attitudes are contagious and strives to convey an attitude worth catching. He mentions the use of "feedback" often illustrating his intention to allow himself to grow by being seen through the eyes of others. I like the idea he has on using feedback by considering a Q&A section for his newsletter. Under the section on Conflict Management, he further mentions the use of questionnaires which again would help him measure his and the newsletters effectiveness. His idea to use "leadership articles" in future newsletters is also an excellent idea, which will help him fine-tune his leadership abilities while possibly motivating others to reflect on their leadership habits.

In my IAP and research paper work with Lance, I feel confident to say that he has taken to the ELP material like a duck to water. Stay the course Lance, the Feds are lucky to have you!

IAP REVIEWED AND DISCUSSED:

Supervisor's Review:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Date: March 22, 2004
Mentor's Review: (optional)	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	Date:
IAP Consultant's Review:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	Date: March 23, 2004